

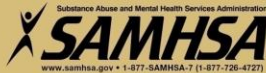


## Behavioral Health is Essential To Health

Prevention Works

Treatment is Effective

People Recover



## Making the Connection between Staff & Consumer Wellness

**SAMHSA PBHCI National Grantee Meeting  
June 4- 7, 2017 • Austin, TX**



## Disclaimer

The views, opinions, and content expressed in this presentation do not necessarily reflect the views, opinions, or policies of the Center for Mental Health Services (CMHS), the Substance Abuse and Mental Health Services Administration (SAMHSA), the Health Resources and Services Administration (HRSA), or the U.S. Department of Health and Human Services (HHS).



## Learning Objectives

**Participants will learn:**

- **The difference between engagement & activation toward health**
- **How staff wellness can drive consumer engagement & activation**
- **Key factors to developing a PBHCI program & workplace that activates staff & consumers toward wellness**



# Learning Objectives

- **Value-Based Payment focus on outcomes**
- **Care Pathway as means to unpacking process of achieving outcomes**
- **Staff wellness, role in effective care pathway execution**
- **How to create a effective/wellness focused organization**
- **Measures of wellness execution**



## Value-based Services

### Effective Healthcare:

- *Clinical & administrative processes that produce quality treat-to-target outcomes, staff & customer engagement/satisfaction*

### Efficient Healthcare:

- *Clinical & administrative processes that operate within optimal time & cost specifications*

### Fee-for-Service/Volume Based Care

Focus is on *Efficiency*

### Value Based Services

Focuses on *Efficiency & Effectiveness*



# Healthcare...it's not your typical business



## Engagement vs. Activation

- **Engagement:** A broader concept, including patient activation, the interventions designed to increase it & the patient behavior that results from it.
- **Patient Activation:** Understanding one's own role in the care process & having the knowledge, skills & confidence to take on that role. Activation is broader than earlier concepts such as locus of control, self-efficacy & readiness to change, which typically focus on changing one specific behavior. Activation is associated with a wider range of outcomes than these previous concepts.

-Green, Hibbard, et al. 2015 When Patient Activation Levels Change, Health Outcomes And Costs Change, Too



**Patient engagement in health care has been considered as a “blockbuster drug of the century” -Kish, 2012**

**“It is critical for clinicians & policy makers to have a comprehensive understanding of how to enhance patient engagement, particularly among racial & ethnic minorities, to improve health & reduce health disparities” -Alegria et al, 2014**



## **Correlates of Activation**

- **Reduced Cost**
- **Improved Health Outcomes**
- **Follow through on Treatment Recommendations**
- **Seeking Out Information/Collaboration in Care**

**-Green, Hibbard, et al. 2015 When Patient Activation Levels Change, Health Outcomes And Costs Change, Too**



# The Care Pathway



**A defined path to health comprised of both clinical & administrative components including:**

- Consumer engagement/relationship building (i.e., understanding & investment)
- Screening, assessment & stepped evidence-based treatment with clearly defined treat-to-target parameters
- Interdisciplinary team-based care which employs population health management
- Ongoing quality improvement to assess effectiveness & efficiency within the pathway
- Staff wellness & morale



## Rethinking Person-Centeredness & How We Engage

**Care Pathway Elements used to Engage & Activate Consumers toward Wellness:**

- Person-centered Planning
- Motivational Interviewing
- Clinical Guidelines
- Trauma-informed Care
- Collaborative Documentation
- Cultural Competence

***All great but is there something more we could do with the Experience of Care?***



## Care Pathway Protocols

### Clinical

- Screening for Physical & Behavioral Health Conditions
- **Level of Engagement**
- **Relationship Building**
- **Experience of Care**
- Level of Care
- Treat-to-Target Parameters for each condition
- Whole Health Wellness Plan Goal Completion Rate
- Risk cutoffs for Stepped Care (up/down)
- Fidelity to Evidence-based Practices

### Administrative

- Collaborative Documentation
- Staff Productivity/Accessibility
- Same Day/Next Day Access
- Just-in Time Prescribing
- Revenue Cycle & Fee Scale
- Outreach & Transportation
- Care Coordination
- Huddles
- Individual/Group Supervision
- Caseload Determination
- **Staff Wellness/Morale**



## Experience of Care Differs from Patient Satisfaction

**Consumer Experience of Care:** It is an objective assessment of care pathway and an integral component of health care quality. Includes aspects of health care delivery that consumers value highly when they seek and receive care, such as getting timely appointments, easy access to information, good communication, and relationships with health care providers.

See: AHRQ Consumer Assessment of Healthcare Providers and Systems (CAHPS®)



## Experience of Care: Collaboration & Mutuality

*There is true partnering and leveling of power differences between staff and clients and among organizational staff from direct care staff to administrators. There is recognition that healing happens in relationships and in the meaningful sharing of power and decision-making. The organization recognizes that everyone has a role to play in the experience of care.*



## Experience of Care Differs from Patient Satisfaction

**Consumer Satisfaction:** Whether a consumer's *expectations* about a health encounter were met. Two people who receive the exact same care, but who have different expectations for how that care is supposed to be delivered, can give different satisfaction ratings because of their different *expectations*.

See: AHRQ Consumer Assessment of Healthcare Providers and Systems (CAHPS®)





## Important Considerations...

- The relationship drives care provision & care adoption
- Relationships are reciprocal—if one person in the relationship is not doing well it impacts the other
- Focus on Consumer Experience of Care leads to significant staff benefits



## Staff Benefit...when focus is on Experience of Care

- **Improvements in the staff experience** (Atwood, et al., 2016; Coulmont, et al., 2013; McClelland, et al., 2016)
- **Improved staff retention** (Coulmont, et al., 2013)
- **Reduction in job stress** (Bosch, et al., 2012)
- **Greater satisfaction with interactions with patients** (Bozic, et al., 2013)
- **Lower rates of staff burnout** (Gazelle, et al., 2015; Nelson, et al., 2014)
- **Increased compassion** (McClelland, et al., 2016; Riess, et al., 2012)



# What Drives Staff to Focus on Experience of Care?

## DRIVERS OF ENGAGEMENT IN THE U.S. HEALTH CARE INDUSTRY

LEADERSHIP	STRESS, BALANCE AND WORKLOAD
Is effective at growing the business	Stress levels at work are manageable
Shows sincere interest in employees' well-being	There is a healthy balance between work and personal life
Behaves consistently with the organization's core values	Work arrangements are flexible
Demonstrates trust and confidence in the job being done	Work groups have adequate staff to do the job
GOALS AND OBJECTIVES	CAREER DEVELOPMENT
Employees understand the organization's business goals and steps needed to reach them	Employees have opportunities for personal development and advancement
Employees understand how their jobs contribute to the organization achieving its goals	Organization provides career planning tools, resources, and training
SUPERVISION	
Managers treat staff with respect	Managers act in ways consistent with their words
They encourage new ideas and ways of doing things	They lead effective career development conversations

SOURCE TOWERS WATSON

HBR.ORG

# Creating a Culture Focused on the Experience of Care

Cultural Elements	Infrastructure	Practices and Tactics
<ul style="list-style-type: none"> <li>Investment and intentionality in creating a supportive and trusting workplace culture</li> <li>Emphasis on empathy and compassion</li> <li>Leadership sets the tone</li> <li>Eagerness to innovate</li> <li>Creation of a learning culture</li> </ul>	<ul style="list-style-type: none"> <li>PFEC fully integrated into organizational structure and strategy—not a stand-alone initiative</li> <li>Structured communication channels developed to break through hierarchy and "level set" to promote partnership of all members (leaders, staff, patients, families)—coproduction, shared goals</li> <li>A measurement approach that looks beyond patient experience metrics to gauge PFEC</li> </ul>	<ul style="list-style-type: none"> <li>Environmental supports to facilitate PFEC</li> <li>Practices that promote patient and family engagement</li> <li>Learning opportunities at every patient touchpoint</li> </ul>

Harnessing Evidence & Experience to Change Culture: A Guiding Framework for Patient and Family Engaged Care (Frampton, Guastello, Hoy, et al., 2017)



## Renewed Focus at Federal Level

- **Triple Aim with focus on Experience of Care**
- **Quadruple Aim of better health, better care, lower costs, and better work experience for providers of patient care** (Bodenheimer & Sinsky, 2014)
- **The Centers for Medicare & Medicaid Services Person & Family Engagement Strategy** (December 2016 whitepaper)
- **Harnessing Evidence & Experience to Change Culture: A Guiding Framework for Patient and Family Engaged Care** (Frampton, Guastello, Hoy, et al., 2017)



## Why the Renewed Focus?

- **It is understood that staff focus on the Experience of Care leads to Health Behavioral Change to Wellness**
- **We know a focus on the consumer's experience of care has benefits to staff and consumers alike.**
- **But what about Staff Wellness?**



# Wellness

*We don't see things as they are;  
We see things as we are.*

*-Anais Nin*

*Seeing isn't believing.  
Believing is seeing.*

*-Little Elf Judy*



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# Wellness...



## Wellness....it's for everyone...



He finally had time to develop a marketing plan.



## Staff Wellness...research shows we have some work to do...

Three key findings have come out of research in this field:

1. If you really listen to what the consumers are telling you, it will affect you.
2. The most effective coping strategy is to acknowledge that you are being affected and seek help.
3. Both of these ideas run counter to the ethos of doctor/healthcare culture.

Changes in Burnout and Satisfaction With Work-Life Balance in Physicians and the General US Working Population Between 2011 and 2014. (2015). *Mayo Clinic Proceedings* Volume 90, Issue 12, Pages 1600–1613



## Do Work Place Wellness Programs Work?

- 36 peer-reviewed work place wellness studies in large firms found employer medical costs fell avg. of \$3.27 for every dollar spent.
- Costs for days that employees were absent fell an average of \$2.73.
- 2005 meta-analysis of 56 published health promotion work place wellness studies in all sizes of organizations found overall 25% reduction in sick leave, health plan costs, and workers compensation/disability costs.

Health Policy Brief: Workplace Wellness Programs, Health Affairs, May 10, 2012



## How Can We Support Staff & Consumer Wellness?

**Research shows that the ability to define “future-self”...allowing staff and consumers to define the healthy person they want to become...and developing skills and support leads to healthy behavior adoption/wellness.**

*-The Willpower Instinct, Kelly Mc Gonigal*



## Recovery, the “future self”

A process of change through which consumers improve their health & wellness, live a self-directed life & strive to reach their full potential.

- **Health:** overcoming or managing one's disease(s) or symptoms
- **Home:** a stable & safe place to live
- **Purpose:** meaningful daily activities
- **Community:** relationships & social networks that provide support, friendship, love & hope.



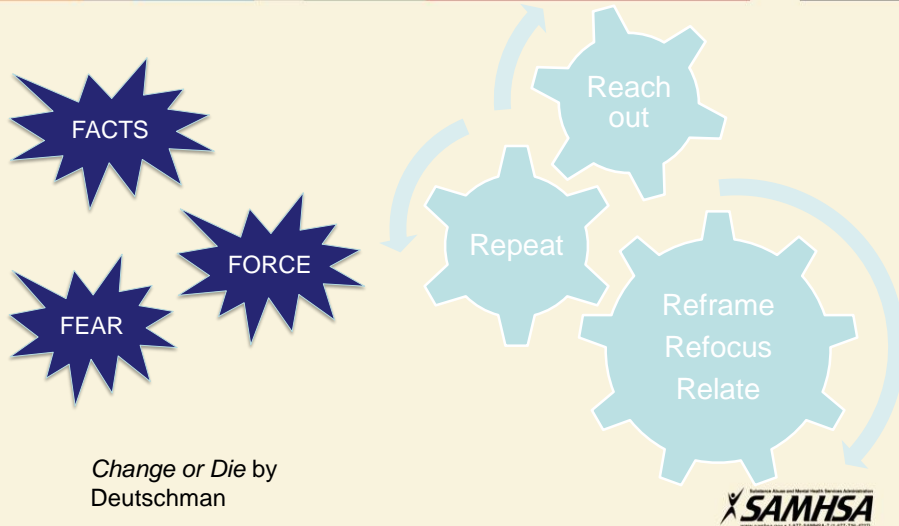
## Healthy Work/Life, the “future self”

A process of change through which staff improve their health & wellness, live a self-directed life & strive to reach their full potential.

- **Health:** overcoming or managing one's disease(s) or symptoms
- **Home:** a stable & safe place to live
- **Purpose:** meaningful daily activities
- **Community:** relationships & social networks that provide support, friendship, love & hope.



## Creating A Culture Focused on the Experience of Care



## Shame & Compassion Trap

- When care is delivered with compassion and empathy, research demonstrates that health outcomes are improved (Del Canale et al., 2012; Haslam, 2007; Hojat et al., 2011; Kelley et al., 2014; Rakel et al., 2011).
- Shame (generated by self or others) from not achieving a targeted outcome/behavior results in likelihood of repeating the unwanted behavior.
- Compassion/Self-Compassion works better than shame to motivate someone to change if they have a defined future-self (recovered-self)

-The Willpower Instinct, Kelly Mc Gonigal



## Staff Motivation Maintenance

- Staff who are *otherish*: they care about benefiting others, but they also have ambitious goals for advancing their own interests.
- They are less likely to burn out and have more impactful care delivery.
- Being “otherish” means being willing to give more than you receive, but still keeping your own interests in sight, using them as a guide for choosing when, where, how, and to whom you give.

**-Give & Take: A Revolutionary Approach to  
Success by Adam Grant**

- What implications does this have for:
  - *Supervision?*
  - *Staff Enrichment/Training?*
  - *Leadership?*
  - *Care Pathway Development and Measurement?*



## Creating a Culture of Giving Reciprocity

- The Reciprocity Ring is designed to help create a culture to make sure that people ask for help.
- Research shows that at work, the vast majority of giving that occurs between people is in response to direct requests for help.
- But unless it is safe to ask it doesn't happen.

**-Give & Take: A Revolutionary Approach  
to Success by Adam Grant**



## Discussion

**What can you do in your organization to create a focus on:**

- **The Experience of Care?**
- **Staff Wellness?**
- **Consumer Wellness?**



## Protective Factors

Team spirit.

- Feeling part of a team (per program, department, entire agency) and having social support on the job can buffer workplace stress.

Seeing change as a result of your work.

- Having tangible evidence that their work is important and helpful.

Training.

- Feeling competent to apply a trauma informed approach, as a result of effective training and education.

Supervision.

- Receiving regular and predictable supervision as a way to prevent, monitor, and respond to stress.

Balanced caseload.

- Having a diversified caseload based on the topics, intensity, length of service and balance between challenging and successful cases.

Stress Inoculation Training.

- Practicing response to stressful situations in order to have the skills needed to regulate a stress response.

OHA, 2016



## NCQA's Staff Wellness Program Standards:

1. Employer & Plan Sponsor Engagement
2. Privacy & Confidentiality
3. Engaging the Population
4. Health Appraisal
5. Identification & Tailoring
6. Self-Management Tools
7. Health Coaching
8. Rights & Responsibilities
9. Measuring Effectiveness
10. Delegation
11. Incentives Management (*when applicable*)
12. Reporting WHP Performance (*when applicable*)

(see: <http://www.ncqa.org/programs/accreditation/wellness-health-promotion-accreditation#sthash.jHCELjDm.dpuf>)



## Let's Talk about Supervision!



## Supervision: Why Is It Important?

- ✓ The work demands support
- ✓ Mitigates risk of burnout & vicarious trauma
- ✓ Enhances the commitment of staff to the organization, the work & wellness
- ✓ Strengthens the competency of both supervisor & supervisee
- ✓ Allows for review of Care Pathways

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## Traditional Management Focused Supervision



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## Modern Supervision Today



## Supervision that Drives Wellness Culture

**Growth:** Mutual professional development process designed to reinforce and enhance the skills and knowledge of both parties

**Safety:** Drives out fear, drives in trust and communication/sharing

**Respect:** Language, tone and body language demonstrates value for each person's integrity and worth

**Control:** Relationship recognizes different levels of responsibility without exertion of dominance and power

**Transparency:** Interactions are honest without hidden agendas

**Support:** Recognition that all individuals working in human services are at risk for emotional exhaustion, depersonalization and lack of accomplishment and meaning



## Symptoms of Work Force Concerns

- ✓ Emotional and physical exhaustion
- ✓ Lack of accomplishment and meaning
- ✓ Depersonalization
  - *Lack of compassion and empathy*



## How Do You, as a Supervisor, Address these Concerns?

For each “symptom,” please share one strategy you have tried or believe would be helpful?

1. Emotional exhaustion
2. Lack of accomplishment
3. Depersonalization



## Measures of Consumer Engagement & Activation Toward Wellness

### Engagement

- Show Rate
- Experience of Care Ratings
- Willingness to engage in care (e.g., complete screens/interviews, develop tx plan)

### Activation

- Goal Completion
- Filling Prescriptions/Labs
- Improvement in Clinical Outcomes
- Clarity on Recovery/Future-self



## Measures of Staff Engagement & Activation Toward Wellness

### Engagement

- Show Rate
- Experience of Care Ratings
- Willingness to engage in care (e.g., complete screens/interviews, develop tx plan)

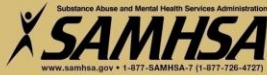
### Activation

- Career Goal Completion
- Follow-thru on Recommendations
- Improvement in Health Outcomes
- Clarity on Recovery/Future-self



# What will you do next?

## Discussion



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